

CONFIDENTIAL

3 April 1980

MEMORANDUM FOR THE DIRECTOR

FROM: Robert M. Gates
Executive Assistant

SUBJECT: Intelligence Community--Meetings and Retreats

1. Today I hosted the second meeting of the Executive Assistants of Intelligence Community managers who attend your Tuesday morning Community meeting. We discussed two topics: reactions to the Tuesday meetings and the subject for the May retreat.

2. Let me begin with the retreat. Those who participated in the last retreat are very favorably disposed to the kind of unstructured format that was followed the last time, including simply a general discussion topic rather than a formal agenda. All said that their principals would prefer to approach this retreat in the same way.

3. With regard to an overall discussion topic, each of the EAs had discussed this with his boss. There was a consensus that an appropriate topic for you to discuss would be the near certainty that the next two years or so would be a period of stormy weather for the United States--one crisis after another--and the implications of this for the Intelligence Community. Some of the subordinate points made that might be raised would include:

-- In such a turbulent world, are intelligence resources apportioned internally in each agency as well as in the Community in a way to support peak demands on analytical talent, task forces, crisis management, and so forth.

-- How does intelligence cope with a period of crisis and turbulence in light of the near certainty of relatively dwindling resources and rising expectations of us on the part of policymakers.

CONFIDENTIAL

CONFIDENTIAL

-- How can intelligence better support the military in tactical situations (a notion of [redacted])

25X1

-- This general theme was discussed at last year's retreat, but the view of the future at that time was much rosier. Why did the intelligence chiefs not take sufficient note of a grimmer future.

4. The above subordinate points were raised by different participants. Nevertheless, there was general agreement that the retreat should not focus on the specifics of resources or of planning but be a much more general discussion of the shape of the future from a substantive standpoint and then surfacing in most general terms some of the implications of that kind of a future for intelligence and how we might cope.

The Community Meeting: Reactions

5. Participants in the Tuesday morning meeting reacted favorably both to the shift in venue and time, as well as the more formal agenda. Participants generally went away with a more positive reaction to that meeting than to any of the breakfasts.

25X1

6. Nevertheless, several deeply held views surfaced through our Executive Assistants meeting. [redacted]

CONFIDENTIAL

Page Denied